

Vermont Department of Libraries and
Christine Graham, CPG Enterprises, on:

Local Philanthropy Supporting Public Funds



If your Grant is not Enough...

- Most recipients of the Library grants will need to add local fundraising to their project
- Matching funds are not required, but they can often
 - improve the competitiveness of your proposal
 - Inspire your local donors to give more
 - Make a local bond more likely
- Your local fundraising may take as long and as much work as the grant application! Maybe more...
- Early preparation is critically important

Understand Your Position in the Community First

If you are a municipal library:

- Consider the fact that many donors will not want to make a charitable donation to a municipality, even though it would be tax deductible.
- Some charitable giving donors are less likely to give to municipalities... some individuals, Donor Advised Funds and Private Foundations
- You may need a separate 501 (c)(3) recipient
- For a large campaign, a fiscal agent may be difficult to find
- If you have a Friends of the Library organization, it may be your best option.
 - You may need an agreement with the Friends
- Your local community may need significant education to understand why fundraising is necessary.

If you are an Incorporated library

- You may already be doing annual fundraising: if so, you need to educate your community on the difference between this campaign and annual support
- You should plan the timing of your campaign so it does not interfere with annual operating support, which will still be critically important.
- You may need to dramatically expand your prospect lists, your communications and your outreach to raise this money:
- You need to appeal to all the community, not just library users. Emphasize the 'more than books' message!

Much of your work depends on the goal

- If you are in a small community (under 5000)
 - If the goal is \$300,000 or less, you can probably proceed without a planning study; if it is greater, you need to assess the capacity of your community
 - While a true planning/feasibility study maybe too expensive, you can measure inclination in other ways: surveys, charettes, meetings...
- If you are in a larger community
 - You could likely do a campaign without a study if the goal is no greater than \$500,000-\$800,000
 - If your goal is higher, you should consider a study: a small one of 15-18 interviews or a larger one of 22-27 interviews
- **NO MATTER WHAT, you need a plan!**

What is a Planning or Feasibility Study?

A study is a confidential series of interviews with prospects who have the commitment and/or capacity to make a major contribution.

The interviewees may also include a small number of community leaders, skeptics, and library users.

The study should measure :

- The appeal of the project
- The level of community understanding of the need
- The role of the library in the community
- The likelihood of major donations
- Any competition from like-organizations

A study should be conducted BEFORE the campaign is announced or solicitations occur.

If you do not conduct a study

You still need to understand the community's opinions!

You can:

- Conduct small discussion and presentation meetings
- Send a survey community-wide
- Solicit opinions at the library and on local media
- Host a charette where people can look at possible plans and prioritize by their interests

Your campaign plan should include:

- Goal: both the FULL goal, and your fundraising goal
- Project details: people need to know what you will do!
- Timing: a timeline for your internal use, and a project timeline for your prospects and donors to consider
- Prospect List: all your current donors, library users, former donors, community leaders, local business owners, friends and colleagues
- A campaign committee including a chair: deeply committed folks with a willingness to ask for donations
- Good record-keeping, with policies on gift acceptance and confidentiality
- Staff leadership and administrative help.
- Training: so all your staff and volunteers understand what needs to be done, and how!

Create Materials- tell the story!

- Capture your core MISSION and your donors' PASSIONS: show how your project enhances these.
- Include NUMBERS: real estimates for the building or land work, real analysis of long-term impact, real cost of running the campaign
- Use VISUALS: people, buildings, nostalgia, dreams.
- Learn to tell the STORY: in brief
 - Testimonials are great
 - Emphasize the new and evolving role of libraries in the community
 - Include strong info on the environmental improvements you will make
 - Show how libraries serve all ages and economic levels

And be practical:

- Develop a Timeline and Campaign Budget
- Develop a Gift Chart: start at the top!
- Strengthen Prospect Identification, Cultivation and Strategy
- Approve confidentiality, acceptance, endowment policies
- Implement or Strengthen the database as necessary
- Set up solicitation trainings
- Create a pledge card
- Develop 'Ways to Give' and acknowledgement procedures

Capital Campaign Gift Chart

65+% from Leadership: at least!

It's hard to believe this at first

But it is the way to succeed!



Offer many ways to give:

You can always raise more money when you expand the types of gifts you will accept:

- Two- or three-year pledges, paid how and when the donor chooses
- Gifts from Donor Advised Funds and Trusts
- QCD gifts from donors over 70 ½ who have Required Minimum Distributions on their retirement accounts
- Stocks, bonds, credit cards, Venmo, Paypal, etc.
- Art, jewels, cars, boats, houses, land that you can sell.... But be careful!
- Cash, of course!

What about Bequests?

You need the money NOW so bequests and other future gifts are not your highest priority... but don't turn them down!

There are **revocable gifts** like bequests: the donor can change their mind. You can't count a bequest or other revocable gift in your goal. But someday you'll be glad your donor provided for the future.

There are **irrevocable gifts** like Charitable Gift Annuities and Trusts which are guaranteed...but not till the donor passes. These are very good for the donor, taxwise, during their life and you may be able to count it.

Consider adding an endowment component to your goal. For some donors, this is their best gift, it is well-aligned with these future gifts, and some day you will be so grateful!

Other sources

Remember that nearly every other library in Vermont will be trying to do what you are doing!

- Stick mostly to the community you serve...past, present, future!
- Grants: local and regional family foundations. Research through Candid, and the Foundation Directory Online professional version.
- Connect with the Vermont Community Foundation so they know your project.
- Business support, especially as visible sponsors, is important:
 - Local businesses
 - Businesses that share your mission

Tell the 'more than books' story: this will help you attract non-traditional donors!

Stick with the proven system: don't rush it!

1. Leadership gifts: 5-7 highest donations for healthy campaign launch and to give others belief! All 1:1 solicitations.
2. Major gifts: the next 12-15 gifts, that will get you to about 80%+. Still 1:1 asking!
3. At 85% or more, announce the campaign publicly and put up the thermometer.
4. Community gifts: ranging from \$1000-5000, still needing lots of personal attention. These are also your donors and board members of the future. This is the moment for matching and challenge gifts.
5. Grassroots: for the last 5% you can ask everyone! Box holder mailings, newspaper and Front Porch Forum appeals, coin drops, low-priced fun events, radio spots, you name it.

Celebrate!

- Make this campaign the beginning of a new presence for the library in your community, and a new way of supporting your budget.
- Thank everyone, often
- Maximize publicity around your success
- Host an open house, tour, etc.
- Conduct a post-campaign retreat to learn from your experience.
- Identify and implement the things you know now will make your regular annual fundraising better
- Stay in touch with your donors!!

For more information:

Vt. Dept. of Libraries *and*
CPG Enterprises, Inc.: cpgfundraising.com

Our books on major fundraising:
Blueprint for a Capital Campaign
Asking
Practice Makes Perfect

